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City of Fresno

Public Safety Needs Assessment Executive Summary



Introduction

Strategic Planning is a critical component in providing effective law enforcement services to a community. Future or strategic planning allows an organization to look at projected population growth, city development, and population densities as a means of identifying the personnel, equipment, and capital facilities requirements that are needed to meet the public safety needs of that future community.

The 2025 Public Safety Needs Assessment (PSNA) is the first step toward the creation of a strategic plan. Consistent with the City of Fresno General Plan, the PSNA utilized growth projections as the foundation of the needs assessment. These growth projections were derived from a report issued in 2000, by the Central California Futures Institute (CCFI), an affiliate of California State University, Fresno. The report entitled "Population Forecast for Fresno County to 2025" projected the population of the City of Fresno, based on historical growth, to exceed 800,000 people by 2025. The report indicates:

- Fresno County population will increase by 479,407 people (58 percent) from a population of 821,797 to a population of 1,301,204 by December 31, 2025.
- 61 percent of the county population will reside within the Fresno Metropolitan Area
- In the 16 years between 1986-2002, the City of Fresno Population grew from 293,900 to 441,900 or a 50.3 % increase in population by the end of 2002. This represents an annual growth rate of 3.14%.

Statistical Measures Correlated to Population Growth

The Department of Justice, Uniform Crime Reports, collects crime statistical data by comparing the number of reported crimes that occur each year per 1,000 population. This information, once collected, can be used to determine relative crime rates for the City of Fresno. By looking historically at these crime rates, annual average rate increases or decreases can be determined to forecast future crime trends as well as the projected number of calls for law enforcement services that will be requested.

These projected crime rates are equally as important as population growth, in developing strategic planning for the future needs of Fresno. Crime rate projections indicate the following:

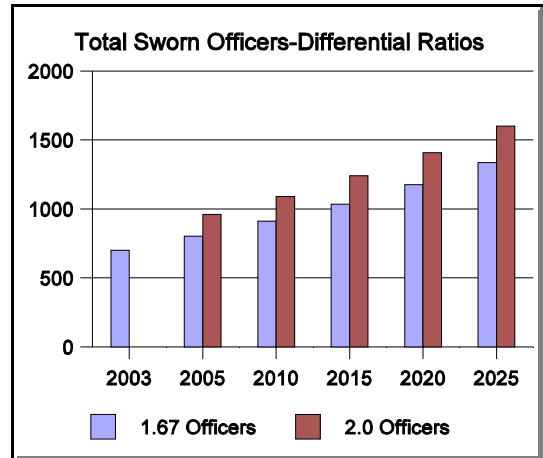
- Between 2002 and 2025, the City of Fresno **Total Crime Index** is projected to **increase 57%** to 54,344.
- Between 2002 and 2025, the City of Fresno **Person Crimes Index** is projected to **increase 63.5%** to 6,183
- Between 2002 and 2025, the City of Fresno **Property Crimes Index** is projected to **increase 50.8%** to 46,488

- **Calls for law enforcement services** are projected to **increase 66.5 %** to 658,927

Staffing Levels

As crime rate information is gathered relative to population, so is sworn officer staffing ratios. Currently the Fresno Police Department has 1.67 officers per 1,000 population. Research conducted within the 2025 Public Safety Needs Assessment identified the following facts and/or trends:

- Research indicates that officer to population ratios of 2.0 per 1,000 is considered an effective ratio under the Rand Corporation Study and the Kansas City Preventative Patrol Experiment.
- The national average is 2.3 sworn officers per 1,000 population.
- The International Association of Chiefs of Police recommends a comprehensive study of work allocation, crime trends and population growth for developing staffing ratios.
 - Crime, Population, and Calls for Services are projected to rise in Fresno between 40-65% by 2025.
 - The Fresno Police Department, based on projections, will handle 66.5% more calls for service in 2025 and take more than 219,000 crime reports that year.
- Fresno has a lower officer to citizen ratio than Long Beach, Oakland and Sacramento.
- Fresno has a significantly smaller ratio of officer to 1000 than the largest cities in the nation; however, Fresno also has a higher UCR Crime Index Total than 18 of the 50 cities represented in the PSNA.



The following chart demonstrates the estimated costs to staff sworn officers at 1.67 and 2.0 officers per 1,000 population.

1.67 Ratio Officers Hired Budget Impact if Current Growth Remains Constant			2.0 Ratio Officers Hired Budget Impact at recommended Service Level	
Staffing	1.67 # of New Hires	Budget Projections (New Hire Salary + Fringe + Equipment + Vehicle + Veh O&M) + (Prior Year Base Budget + 3% COLA)	2.0 Ratio # of New Hires	Budget Projections (New Hire Salary + Fringe + Equipment + Vehicle + Veh O&M) + (Prior Year Base Budget + 3% COLA)
Present	0	\$101,651,600.00	0	\$101,651,600.00
2005	56	\$111,211,656.74	214	\$128,858,942.62
2010	110	\$145,933,857.25	132	\$164,830,158.67
2015	124	\$191,212,047.69	149	\$191,212,047.69
2020	141	\$250,934,773.01	169	\$285,543,137.34
2025	161	\$329,663,894.90	192	\$366,230,353.23

Civilian Staffing Levels

An analysis was conducted to determine non-sworn personnel to population ratios based on historical data utilizing annual reports to the Department of Justice, Federal Bureau of Investigation, Uniform Crime Reporting Division. An analysis of non-sworn to 1,000 population from 1982-2003 determined that the annual average ratio of .83 non-sworn positions per 1,000 population would maintain the current level of service and is consistent with current staffing levels and Department structure.

To maintain this level, the Department would be required to hire a total of 191 additional civilian support staff by 2025.

Civilian Staffing Increases Based on Population Growth projections		
Civilian Staffing	.83 Ratio # Added	Additional Budget Cost Projections (New Hire Salary + Fringe + 3% COLA)
Present	0	\$0
2005	4	\$199,051.98
2010	55	\$3,172,892.23
2015	62	\$4,146,392.83
2020	70	\$5,427,038.70
2025	161	\$7,190,200.31

Capital Projects & Costs

Strategic planning must include an analysis of population growth as it relates to policing boundaries, population densities, and future capital facilities projects which are necessary to provide emergency responses in the an effective and timely manner. Under the 2025 General Plan, the urban growth strategy recommends that 86.4 percent (725,000 people) of the forecasted population will reside within the constrained 1984 urban boundary. The Plan states, however, it will also be necessary to accommodate approximately 13.6 percent (65,000 people) of the forecasted 479,407 population growth within an additional urban area and sphere of influence of approximately 20 square miles.

The impact of the 2025 General Plan recommendation will be an increased service demand on the part of the Fresno Police Department as calls for service increase proportionally to population, require the Department to patrol and respond to emergency calls for service in a city 20 miles larger in 2025, and require policing strategies to be developed for the 32.7% increase in City population density (comparing 4,275/mile for 104 square miles in 2002 to 6,352/mile at 124.9 miles in 2025). Law enforcement services will be required to cover additional area and serve substantially more people in 2025.

The following chart outlines identified needs within the department, consistent with a strategic plan for providing police services to 800,000 people in the City of Fresno. **NOTE:** The capital projects designated by an asterisk may be combined with Fresno Fire Department proposed capital projects as a cost savings measure for construction, operation, and maintenance. This possibility is currently being explored.

Capital Project Summary & Preliminary Cost Estimates

Priority	Project ID	Description	Est. Cost
Immediate	CE District Substation	New construction. @ 9,400 sq.ft., Administrative offices, public areas and dressing station for all district law enforcement operations.	\$4,800,000
Immediate	SE District Substation	New construction. @ 9,400 sq.ft., Administrative offices, public areas and dressing station for all district law enforcement operations.	\$4,800,000
Immediate	NW District Substation	New construction. @ 9,400 sq.ft., Administrative offices, public areas and dressing station for all district law enforcement operations.	\$4,800,000
Immediate	*9-1-1 Dispatch Center	*New Construction. @ 15,125 sq. ft., 9-1-1 Dispatch Center utilizing current technology and Includes \$2,349,930 in new energy efficient equipment.	*\$10,073,208
Immediate	*Property & Evidence Secure Facility	*New Construction. @ 21,200 sq. ft. Secure property and evidence storage facility meeting State/Fed guidelines for law enforcement use.	*\$10,825,356
Immediate	*HQ-Annex Security Upgrade	*New security controls for Police Department HQ, Annex and parking areas.	*\$ 330,000
Immediate	*Training Facility	*Phased development and expansion of the Fresno Police Department's Regional Training Facility	*\$6,000,000
Immediate	*Prisoner Holding/Field Evidence Collection/Forensic Lab	*Expansion of the Technical Services Bureau to: 1. Expand prisoner holding and processing capabilities, 2. Increase capacity for field evidence collection, 3. Phased development of a Forensic Lab	*\$10,000,000
2008	New District Substation	Based on population Projections, new construction. @ 9,400 sq.ft., Administrative offices, public areas and dressing station for all district law enforcement operations.	\$4,800,000
2008	SKYWATCH Flight Center	New Construction. @ 10,500 sq. ft. Secure hangar facility and administrative office spaces.	\$ 2,876,575
2008	*Storage Space	*New Construction. @ 15,000 sq. ft. Secure property storage facility for SWAT, EOD, and Mobile Command equipment.	*\$3,000,000
Total Estimated Cost:			\$62,305,139

Homeland Security Issues

The role of local law enforcement has been significantly expanded since the events of September 11, 2001. Since that date, local government has had to perform a number of tasks that were once the responsibility of the Federal and State governments. It has been estimated that U.S. cities are spending a total of about \$70 million weekly on additional homeland security measures, according to projections based on a new U.S. Conference of Mayors survey released on April 7, 2003. The costs for Homeland Security for Fresno can be measured in officer absences due to military

commitments, anti terrorism expenditures, and future costs.

A. Military Leave

Between September 11, 2001 through the end of May, 2003, there were an average of 10-12 Fresno Police Department personnel on paid military leave. Many of these personnel were sworn police officers assigned to patrol. The total cost expended for military and special military leave to date is \$227,144.45 and has accounted for an aggregate absence of over 12,600 hours.

B. Anti Terrorism Response

In the year prior to September 11, 2001, the Department's Explosive Ordinance Disposal (EOD) Team had two members and respond to a total of four calls for service costing the City \$620.53 in time earned, and \$85.59 in actual pay. Although the EOD team was deactivated for a period of time, the calls for EOD service per year are consistently low.



Since September 11, 2001, however, the Anti Terrorism Unit was formed incorporating members of the EOD Team and compiled more than 690 hours of call outs (excluding the commander of the unit who is not reported but responds to each call out as needed) for a total of \$23,804.65 in cash paid for these calls and \$11,176.15 in time earned for these calls. In comparison, the pre September 11, 2001 costs for EOD response of \$706.12 has been increased to a cost to the Department of nearly \$34,000.00.

C. Future Costs

The Fresno Police Department has spent a significant amount of time preparing for large scale disasters and terrorist attacks. Under the Department's Emergency Operations Plan, immanent or actual terrorist attacks within this jurisdiction could cause the Department to go into a Full Emergency Deployment operational status. This would result in assigning all available officers to two platoons for 12 hour shifts during the duration of the emergency.

In a memorandum prepared for this contingency, it was determined that the cost for such a Full Emergency Deployment would result in 44 hours of overtime per officer/sergeant per week. This would also allow 225 officers and 35 sergeants to be available 24 hours a day, at a cost of \$800,000 per week in additional overtime.